

On Thursday, March 8, the Subcommittee on Federal Workforce, Postal Service, and the District of Columbia held a hearing to examine the costs, design, implementation, and training related to new personnel systems at such agencies as the Departments of Defense and Homeland Security, the Transportation Security Administration, and the Government Accountability Office.

- **Robert Tobias**, American University
- **Curtis Copeland**, Congressional Research Service
- **Charles Tiefer**, University of Baltimore School of Law
- **Joseph Swerdzewski**, Joseph Swerdzewski and Associates
- **Hannah Sistare**, National Academy of Public Administration
- **Kevin Simpson**, Partnership for Public Service

Documents and Links

- [Opening Statement of Subcommittee Chairman Danny K. Davis](#)
- [Testimony of Robert Tobias](#)
- [Testimony of Curtis Copeland](#)
- [Testimony of Charles Tiefer](#)
- [Testimony of Joseph Swerdzewski](#)
- [Testimony of Hannah Sistare](#)
- [Testimony of Kevin Simpson](#)
- [Written Statement of Colleen Kelley](#)
- [Written Statement of Jeffrey Pfeffer](#)